



Health Services
LOS ANGELES COUNTY

**Los Angeles County
Board of Supervisors**

March 11, 2010

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TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **NURSING RECRUITMENT AND RETENTION REPORT
JULY 1, 2009 THROUGH DECEMBER 31, 2009**

John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

This report outlines the progress made by the Office of Nursing Affairs (ONA) on key strategies designed to promote recruitment and retention, reduce and eventually eliminate Department of Health Services (DHS) reliance on nurse registry utilization, and standardize DHS system-wide nursing practices, performances and standards for the period of July 1, 2009 through December 31, 2009.

KEY STRATEGIES

Key strategies include mechanisms and processes to measure and evaluate the efficacy of DHS system-wide nursing activities implemented to maximize operational efficiencies and maintain budgetary control. The key strategies components include:

RECRUITMENT

Vacancy rates from July 1, 2009 to December 31, 2009 stayed level at most DHS facilities (see Attachment I).

The recruitment process continues for Registered Nurses (RNs), Licensed Vocational Nurses (LVNs), and Certified Nursing Attendants (CNAs) with concentration in "Hard-to-Recruit" positions in specialty areas.

- To maximize internal operational efficiencies among nurses an electronic mechanism continues to notify 3,844 nurses on the Group Wise system of posted ONA website job announcements
- Ongoing Nurse Recruiter Committee meetings to share best practices and review hiring standards
- Participate at Community Career and Health Fairs

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RETENTION

Retention programs that enhanced recruitment include:

Employee Referral Awards Program (ERAP). ERAP awards current DHS employees for referring RNs to work for DHS. Referring employees may receive up to \$1000.00 dollars for referring prospective DHS employees. During this reporting period, one (1) nurse was hired. The program was suspended in August 2009 due to budgetary constraints.

Tuition Reimbursement (TR) - TR provides financial assistance to DHS employees pursuing nursing advancement degrees. During this six-month period, \$29,184 TR dollars were distributed to 110 DHS nurses.

Relocation Incentives Program (RIP) - RIP provides financial assistance to RNs that relocate from at least 200 miles outside of Los Angeles County and sign contracts to work for DHS for a minimum of one year. During this reporting period, there were no new hires that received RIP monetary awards.

Workforce Development (WFDP) Program – WFDP continues to offer existing DHS employees, nurses and certified nursing attendants career advancement opportunities through academic programs, which contribute to increased retention efforts through contractual employment obligations. WFD has provided multi-class training programs to 300 DHS employees in the areas of nursing, psychiatric technician, magnetic resonance imaging, skills enhancement, basic academic skills courses and health care career college pre-requisite courses. Since January 2009, this training has been limited to those already enrolled in long-term professional career path programs and skills classes needed by DHS.

College of Nursing and Allied Health (CONAH) – CONAH recruits students to the RN program to increase retention of graduates at DHS facilities through contractual employment obligations after graduation. A total of 333 students are enrolled in the RN program. Ninety-six percent of the graduates passed the National Council Licensure Examination (NCLEX).

Tutoring and Mentoring Programs (T&MP) - T&MP allows DHS to collaborate with four community nursing schools to offer academic assistance to nursing students to support successful completion of the Registered Nurse (RN) Program. The goal of the program is to increase employment opportunities for the student nurses and graduates at DHS facilities. T&MP partners with East Los Angeles College (ELAC), Glendale Community College, (GCC), Los Angeles Valley College (LAVC) and El Camino College-Compton Community Educational Center (ECC-CCEC). An overall total of 884 students received DHS T&MP services. Eighty percent of graduates from the four schools passed the NCLEX. Efforts continue to establish a T&MP in District 4.

DHS REDUCTION OF NURSING REGISTRY

There is a projected decrease in Nursing Registry Expense, from Fiscal Year 2008-09 to 2009-10 Fiscal Year Estimate (FYE) of 5,945,722 (See Attachment II).

Collaboration continues with facility Chief Nursing Officers on a monthly basis to reduce nurse registry expenses through the sharing of best practices and review of overall registry expenses by facilities. ONA began efforts to work with individual facility Nursing Directors on ideas to increase nurse recruitment and reduce nurse registry use through DHS internal mechanisms.

STANDARDIZE DHS SYSTEM-WIDE NURSING PRACTICES, PERFORMANCES AND STANDARDS

Standardized Nurse Competency testing for inpatient, ambulatory care and Juvenile Court Health Services nurses continues in 2010. The Nurse Competency committee convened in late 2009 to develop nursing competency components for 2010. Projected implementation is scheduled for March 2010.

STANDARDIZE DHS SYSTEM-WIDE ALLIED HEALTH PRACTICES, PERFORMANCES AND STANDARDS

Standardized Allied Health Testing for inpatient, ambulatory care and Juvenile Court Health Services employees were conducted in September 2009 through December 2009. The results are as follows:

Respiratory Care and Registry Personnel

A total of 148 Respiratory Care Practitioners including Registry Personnel completed the Competency Testing. Seven (7) did not pass the initial test. However, all the employees passed when tested again. No employees had to be referred to the Performance Management Unit (PMU) for disciplinary action.

Laboratory and Registry Personnel

A total of 749 Laboratory employees including Registry Personnel completed the Competency Testing. Twenty-six (26) did not pass the initial test and 1 did not pass when retested. The individual that did not pass was referred to PMU for disciplinary action.

Pharmacy and Registry Personnel

A total of 602 Pharmacy employees including Registry Personnel completed the Competency Testing. One-hundred thirty-eight (138) did not pass the initial test and 4 did not pass when re-tested. These four employees were referred to PMU for disciplinary action. Additionally, 5 Registry Personnel did not pass the second test and were put on the "Do Not Send" list.

NEXT STEPS

The Office of Nursing Affairs will continue to monitor and implement new recruitment and retention strategies. ONA will continue to develop and implement 2010 Nursing and Allied Health Competency Testing and develop standardized staffing patterns to ensure compliance with regulations and contribute to cost savings county-wide to improve patient safety and quality care.

If you have any questions or need additional information, please let me know.

JFS:lq
501:010

Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Chief Nursing Officer/Director of Nursing

DEPARTMENT OF HEALTH SERVICES
Registered Nurse Vacancy
January 1, 2009 through December 31, 2009

Attachment I

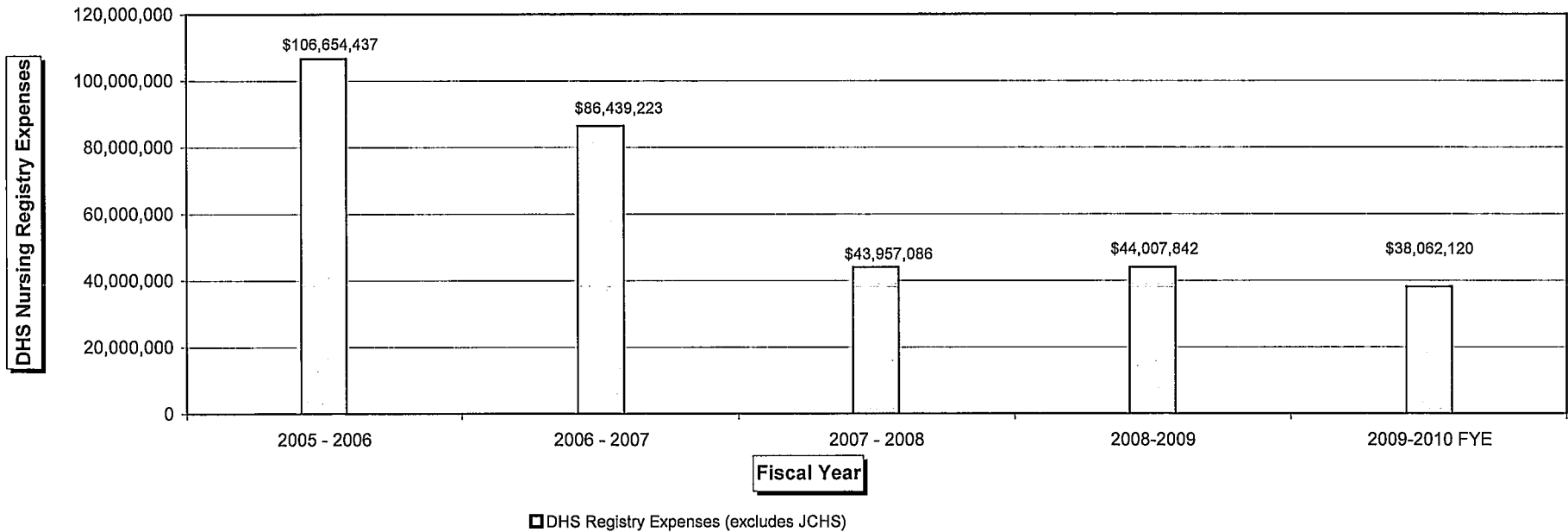
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
High Desert Healthcare System (Dept 130)	# of Vacancy	10	10	8	8.0	9.0	9.0	9.0	10.0	11.0	12.0	12.0	12.0
	% of Vacancy	14%	14%	12%	12.0%	13.0%	13.0%	13.0%	14.0%	16.0%	17.0%	17.0%	17.0%
	Turnover Rate	2.01%	0.00%	0.00%	0.00%	0.00%	0.00%	1.02%	1.02%	1.03%	3.13%	0.0%	0.0%
LAC+USC Healthcare Network (Dept 160)	# of Vacancy	187.2	172.0	147.1	137.2	131.2	140.5	148.0	167.9	166.4	259.0	188.5	185.8
	% of Vacancy	10.4%	9.6%	8.2%	7.6%	7.3%	7.8%	8.2%	9.4%	9.3%	14.6%	10.5%	10.4%
	Turnover Rate	0.65%	0.60%	0.38%	0.25%	0.34%	1.20%	0.39%	0.22%	1.54%	0.36%	0.36%	0.23%
Harbor/UCLA Medical Center (Dept 200)	# of Vacancy	22.9	13.6	17.6	17.9	26.4	23.2	16.5	20.3	22.4	24.2	28.0	26.1
	% of Vacancy	2.7%	1.6%	2.1%	2.1%	3.1%	2.7%	1.9%	2.4%	2.6%	2.8%	3.3%	3.1%
	Turnover Rate	1.03%	0.60%	1.11%	0.69%	0.95%	0.43%	0.60%	0.42%	1.01%	1.27%	0.86%	0.52%
Martin Luther King, Jr. Multi-Service Ambulatory Care Center (Dept 225)	# of Vacancy	0	0	0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	1.0
	% of Vacancy	0%	0%	0%	0%	0%	0%	0.9%	0%	0%	0%	1.0%	1%
	Turnover Rate	1.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.74%	0%	0%	0.8%	0.00%	1.50%
ValleyCare Olive View/UCLA Medical Center (Dept 240)	# of Vacancy	37	34	30	25.5	19.5	20.5	15.5	14	10.0	9.0	16	17
	% of Vacancy	7.0%	6.0%	6.0%	4.8%	3.7%	3.9%	2.9%	2.5%	1.9%	1.7%	3.0%	3.2%
	Turnover Rate	0.60%	0.60%	0.60%	0.30%	0.89%	0.30%	0.15%	0.59%	0.15%	0.44%	1.16%	0.44%
Rancho Los Amigos National Rehabilitation Center (Dept 260)	# of Vacancy	32.4	35.8	38.7	42.0	37.0	39.4	47.1	43.0	42.9	41.2	43.0	45.6
	% of Vacancy	13.9%	15.4%	16.3%	17.7%	15.6%	16.6%	19.0%	17.3%	17.0%	16.7%	17.4%	18.4%
	Turnover Rate	1.10%	1.10%	1.67%	0.84%	1.1%	0.3%	1.11%	0.56%	0.56%	0.28%	0.84%	1.11%



County of Los Angeles
Department of Health Services
Office of Nursing Affairs



DHS Nursing Registry Utilization Report



Data detailed includes Nursing Categories as follows: RNs, Hemodialysis, LVNs, LPTs, Psych Techs, Surgical Techs, and CNAs

FY 2005-2009 reflects Actual Expenses and Actual Hours as of July 1, 2005-June 29, 2009

FY 2009-2010 reflects Fiscal Year Estimate (FYE) from July 1, 2009- October 31, 2009

	FISCAL YEAR 2005 - 2010					Variance
	2005 - 2006	2006 - 2007	2007 - 2008	2008-2009	2009-2010 FYE	2008 - 09 to 2009 - 10
DHS Registry Expenses (excludes JCHS)	106,654,437	86,439,223	43,957,086	44,007,842	38,062,120	(5,945,722)